



Name	Position	Material	Material Provider	Date	Issued Date	Expiry Date
		National Professional Certification Agency (BNSP/ LSPP)	Level 7	Banking Risk Management	17 April 2024	17 April 2027
		GPS & Partners - Consulting Group	Jenjang 7	Banking Risk Management	20 March 2025	20 March 2026
Saptari	Director of Consumer Banking	National Professional Certification Agency (BNSP/ LSPP)	Level 6	Banking Risk Management	13 May 2024	13 May 2027
		National Professional Certification Agency (BNSP/ LSPP)	Training	Banking Risk Management	28 February 2025	28 February 2028
		JMS Education	Level 7	Banking Risk Management	31 October 2025	31 October 2026
Ari Rizaldi	Director of Treasury and International Banking	National Professional Certification Agency (BNSP/ LSPP)	Level 6	Banking Risk Management	13 May 2024	13 May 2027
		National Professional Certification Agency (BNSP/ LSPP)	Training	Banking Risk Management	28 February 2025	28 February 2028
		JMS Education	Level 7	Banking Risk Management	31 October 2025	31 October 2026
Novita Widya Anggraini	Director of Finance and Strategy	Badan Nasional Sertifikasi Profesi/ LSPP	Level 7	Banking Risk Management	29 April 2024	29 April 2027
		GPS & Partners - Consulting Group	Level 7	Banking Risk Management	22 April 2025	22 April 2026
Jan Winston	Director of Network and Retail Funding	National Professional Certification Agency (BNSP/ LSPP)	Level 6	Banking Risk Management	18 November 2024	18 November 2027
		National Professional Certification Agency (BNSP/ LSPP)	Level 7	Banking Risk Management	30 June 2025	30 June 2028
Sunarto	Director of Information Technology	National Professional Certification Agency (BNSP/ LSPP)	Level 5	Banking Risk Management	17 April 2024	17 April 2027
		National Professional Certification Agency (BNSP/ LSPP)	Level 6	Banking Risk Management	5 May 2025	5 May 2025
		National Professional Certification Agency (BNSP/ LSPP)	Level 7	Banking Risk Management	15 September 2025	15 September 2026

BOARD OF DIRECTORS MEETINGS

The policies and requirements for Bank Mandiri Board of Directors meetings are outlined in the BOD Charter and align with POJK No. 33/POJK.04/2014, POJK No. 17 of 2023, and SEOJK No. 14/SEOJK.03/2025. The key provisions for these meetings are as follows:

1. **Frequency of Meetings:** The Board of Directors is required to hold meetings at least once a month. Additional meetings may be convened as necessary upon the request of one or more Directors or based on a written request from the Board of Commissioners.
2. **Joint Meetings with the Board of Commissioners:** The Board of Directors is required to hold joint meetings with the Board of Commissioners at least once every 4 (four) months to ensure alignment on strategic and operational matters.
3. **Quorum Requirements:** A Board of Directors meeting is considered valid and authorized to make binding decisions if more than 2/3 (two-thirds) of the total members are present or represented by proxy.
4. **Representation at Meetings:** A Director may be represented by another Director during a meeting, provided that a formal proxy is granted. However, a Director may only represent one other Director.
5. **Meeting Scheduling:** The Board of Directors is encouraged to schedule meetings for the following year before the end of the current fiscal year, ensuring effective planning and organization.
6. **Meeting Materials:** All relevant materials for the Board of Directors meetings shall be distributed to participants no later than five working days prior to the meeting, if a meeting is held outside of the regular schedule, materials can be provided immediately prior to the meeting.
7. **Remote Meetings:** Board of Directors meetings may also be conducted remotely through teleconferencing, video conferencing, or other electronic means, provided that all participants can interact in real time, including through audio and visual engagement.
8. **Chairing and Documentation:** The President Director chairs the meetings. If the President Director is unavailable, the Vice President Director serves as the chair. In the absence of both, the chairperson role is assigned to a Substitute Director as per the Board's decision. If no substitute is available, the longest-serving Director or, in the case of equal tenure, the oldest Director by age presides over the meeting. All meetings are documented in the form of minutes, which are distributed to all Directors and recorded in the Company's official records.
9. **Circular Resolution:** The Board of Directors may make valid decisions without physically convening a meeting through a Circular Resolution. This method requires that all members of the Board of Directors are notified and provide written approval of the proposed resolution. Decisions made through this process hold the same legal standing as those made in formal meetings.

Board of Directors Meetings Plan

The following Board of Directors' meeting plan for 2025, including key agendas, has been uploaded to the Bank Mandiri website, ensuring transparency and accessibility for stakeholders.

Quarter I	Quarter II	Quarter III	Quarter IV
› Monthly/quarterly review of the Company and Subsidiaries' performance. › Monthly/quarterly review of the Company's Strategy and Work Plan. › Preparation of the Annual General Meeting of Shareholders. › Review and approval of the Audit Financial Statements Fiscal Year 2024. › Selection of External Auditor for Fiscal Year 2025.	› Monthly/quarterly review of the Company and Subsidiaries' performance. › Monthly/quarterly review of the Company's Strategy and Work Plan. › Discussion and Approval of RKAP (Work & Budget Plan) 2025 Revision & RBB (Bank Business Plan) 2025-2027 Revision.	› Monthly/quarterly review of the Company and Subsidiaries' performance. › Monthly/quarterly review of the Company's Strategy and Work Plan.	› Monthly/quarterly review of the Company and Subsidiaries' performance. › Monthly/quarterly review of the Company's Strategy and Work Plan. › Discussion and Approval of the Sustainable Financial Action Plan (RAKB) and Recovery Plan. › Discussion and Approval of RKAP (Work & Budget Plan) 2026 & RBB (Bank Business Plan) 2026-2028.

Board of Directors Meeting Implementation

The following are agenda, date and participants of the Director's Meeting in 2025.



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
1	6 January 2025	1. General Discussion: Update on the Company's Latest Developments 2. General Discussion: Update on the 2025 Calendar of Events (COE) 3. Human Capital Proposal 4. Risk Management Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
2	13 January 2025	1. General Discussion: Update on the Company's Latest Developments 2. General Discussion: Update on the 2025 Bank Mandiri Calendar of Events (COE) 3. Proposal for the Holding of the 2025 Annual General Meeting of Shareholders (AGMS)	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	Leave
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Absent	Leave
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
3	20 January 2025	1. General Discussion: Update on the Company's Latest Developments 2. Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk, and Subsidiaries for the Year Ended 31 December 2024 (Audited) 3. Financial Performance as of December 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	Leave
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
4	24 January 2025 (Radirkom)	Financial Performance as of December 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
5	4 February 2025	Performance Evaluation of Bank Mandiri and Work Units (AGPR) for 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
6	6 February 2025	Human Capital Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
7	10 February 2025	1. Procurement of Public Accountant (AP) and Public Accounting Firm (KAP) Services for Bank Mandiri in 2025 2. Human Capital Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
8	11 February 2025	Investor Relations Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
9	17 February 2025	Financial Performance as of January 2025	Darmawan Junaidi	Present	
			Alexandra Askandar	Absent	Leave
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
10	24 February 2025	1. General Discussion: Update on the Company's Latest Developments 2. Market Update 3. Update on Risk Management	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Absent	Leave
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
11	3 March 2025	1. General Discussion: Update on the Company's Latest Developments 2. Legal Update	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Absent	Leave
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
12	10 March 2025	1. General Discussion: Update on the Company's Latest Developments 2. Financial Performance as of February 2025 and Week 1 of March 2025 3. Strategic Investment & Subsidiaries Management Proposal 4. Treasury Update	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
13	17 March 2025	1. General Discussion: Update on the Company's Latest Developments 2. Management Limit Proposal 3. Update on Bank Mandiri Stress Testing for the Fourth Quarter of 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
14	27 March 2025	1. General Discussion: Update on the Company's Latest Developments 2. General Discussion: Follow-up on the Resolutions of the 2025 Annual General Meeting of Shareholders 3. Human Capital Proposal	Totok Priyambodo	Present	
			Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
15	10 April 2025	Usulan Human Capital 1. Human Capital Proposal 2. General Discussion: Update on the Company's Latest Developments 3. General Discussion: Update on the Pro Forma Financial Performance as of March 2025 4. General Discussion: Update on the Implications of Trump Tariffs and Stress Testing Results	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
16	21 April 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal 3. Financial Performance as of March 2025 4. Update on the Preparation for the 1Q 2025 Public Expose and Analyst Meeting	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
17	29 April 2025	1. General Discussion: Update on the Company's Latest Developments 2. Distribution Strategy Update	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Absent	Business Trip
			Novita Widya Anggraini	Present	
18.	7 May 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal 3. Operations Update	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
19.	15 May 2025	1. General Discussion: Update on the Company's Latest Developments 2. Commercial Banking Update	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Absent	Business Trip
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
20.	19 May 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal 3. Update on the Preparation for the 2025 Mandiri Leadership Forum	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
21.	26 May 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal 3. Financial Performance as of April 2025	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
22.	28 May 2025	Financial Performance as of April 2025	Jan Winston Tambunan	Present	
			Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
23.	3 June 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal	Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
24	10 June 2025	1. General Discussion: Update on the Company's Latest Developments 2. General Discussion: Update on the Mandiri Jogja Marathon 2025 3. General Discussion: Update on the Pro Forma Financial Performance as of May 2025 4. Update on Bank Mandiri Stress Testing for the First Quarter of 2025	Ari Rizaldi	Present	
			Novita Widya Anggraini	Absent	Business Trip
			Jan Winston Tambunan	Present	
			Darmawan Junaidi	Present	
			Riduan	Absent	Sick Leave
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
25.	16 June 2025	1. General Discussion: Update on the Company's Latest Developments 2. Proposal for the Revision of the 2025 RKAP and the 2025–2027 RBB 3. Strategic Investment & Subsidiaries Management Update	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
26	24 June 2025	1. General Discussion: Update on the Company's Latest Developments 2. Distribution Strategy Update	Jan Winston Tambunan	Present	
			Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	Business Trip
27	30 June 2025	1. General Discussion: Update on the Company's Latest Developments 2. General Discussion: Plan for the Convening of the 2025 Extraordinary General Meeting of Shareholders (EGMS) 3. Management Limit Proposal	Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
28	7 July 2025	1. General Discussion: Update on the Company's Latest Developments 2. Financial Performance as of June 2025	Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
29	14 July 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
30	22 July 2025	1. General Discussion: Update on the Company's Latest Developments 2. Digital Retail Banking Update	Jan Winston Tambunan	Present	
			Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
31	28 July 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal 3. Risk Management Proposal	Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
32	6 August 2025	1. General Discussion: Update on the Company's Latest Developments 2. Proposal for the Follow-up to the 2025 Extraordinary General Meeting of Shareholders (EGMS): Arrangement of the Board of Directors and SEVP 3. Proposal for the Follow-up to the 2025 Extraordinary General Meeting of Shareholders (EGMS): Alignment of Bank Mandiri's Organizational Structure 4. Financial Performance as of July 2025 5. Management Limit Proposal	Ari Rizaldi	Absent	Business Trip
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Sunarto	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
33	14 August 2025	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Financial Update: Performance Monitoring 3. General Discussion: c. Corporate Secretary Update 4. Human Capital Proposal	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
34	19 August 2025	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Financial Update: Weekly Performance Monitoring 3. Update on the Potential of FBI Livin' by Bank Mandiri 4. Savings Product Update 5. Update on the Series of Events for the 27th Anniversary of Bank Mandiri 6. Corporate Real Estate Proposal	Jan Winston Tambunan	Present	
			Sunarto	Present	
			Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
35	25 August 2025	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Financial Update: Weekly Performance Monitoring 3. Retail Deposit & Product Solutions Update 4. Update on the 27th Anniversary of Bank Mandiri	Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
			Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
36	29 August 2025	1. Human Capital Proposal 2. General Discussion: Update on the Company's Latest Developments	Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
			Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
37	2 September 2025	1. General Discussion: a. Update on the Company's Latest Developments	Riduan	Present	
		2. General Discussion: b. Bank Mandiri Operational Continuity Readiness	Henry Panjaitan	Present	
		3. General Discussion: c. Financial Update: Weekly Performance Monitoring	Timothy Utama	Present	
		4. Information Technology Update	Eka Fitria	Present	
		5. Organizational Revamp	Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
38	8 September 2025	1. Human Capital Proposal	Jan Winston Tambunan	Present	
		2. Discussion & General Information: a. Update on the Company's Latest Developments	Sunarto	Present	
		3. Discussion & General Information: b. Financial Update: Weekly Performance Monitoring	Riduan	Present	
		4. Discussion & General Information: c. Retail Deposit & Product Solutions Update	Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
39	9 September 2025	1. Update on the Audit Results of the Financial Statements	Ari Rizaldi	Present	
		2. Agenda & General Information: a. Update on the Company's Latest Developments	Novita Widya Anggraini	Present	
		3. Agenda & General Information: b. Update on the Treasury Dealer Development Program	Jan Winston Tambunan	Present	
		4. Agenda & General Information: c. Update on the 2025 Calendar of Events	Sunarto	Present	
			Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
40	16 September 2025	1. Management Limit Proposal	Mochamad Rizaldi	Present	
		2. Discussion & General Information: Update on the Company's Latest Developments	Saptari	Present	
		3. Discussion & General Information: Retail Deposit & Product Solutions Update	Ari Rizaldi	Present	
		4. Discussion & General Information: Weekly Performance Update and Plan for the Q2 2025 Analyst Meeting & Public Expose	Novita Widya Anggraini	Present	
		5. Discussion & General Information: Proposal for the Improvement of Human Capital Policies	Jan Winston Tambunan	Present	
		6. Discussion & General Information: Update on the 27th Anniversary of Bank Mandiri	Sunarto	Present	
		7. Discussion & General Information: Service Transformation Update	Riduan	Present	
		8. Discussion & General Information: Organizational Revamp Update	Henry Panjaitan	Present	
		9. Discussion & General Information: Corporate Banking Proposal	Timothy Utama	Present	
			Eka Fitria	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
41	23 September 2025	1. Proposal for the Improvement of Human Capital Policies	Riduan	Present	
		2. Organizational Change Proposal	Henry Panjaitan	Present	
		3. Discussion & General Information: a. Update on the Company's Latest Developments	Timothy Utama	Present	
		4. Discussion & General Information: b. Update on the Progress of the Strategy to Increase FBI Livin' by Bank Mandiri	Eka Fitria	Present	
		5. Discussion & General Information: c. Weekly Performance Monitoring	Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
42.	25 September 2025	1. Financial Performance as of August 2025	Riduan	Present	
		2. Update on the 27th Anniversary of Bank Mandiri	Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
43.	30 September 2025	1. Discussion & General Information: a. Update on the Company's Latest Developments	Riduan	Present	
		2. Discussion & General Information: b. Institutional Relations Update	Henry Panjaitan	Present	
		3. Discussion & General Information: c. Weekly Performance Monitoring	Timothy Utama	Present	
		4. Discussion & General Information: d. Organizational Adjustment Update	Eka Fitria	Present	
		5. Discussion & General Information: e. CKPN Alignment	Danis Subyantoro	Present	
		6. Human Capital Proposal	Totok Priyambodo	Absent	Sakit
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
44.	8 October 2025	1. Organizational Revamp	Riduan	Present	
		2. General Discussion: a. Update on the Company's Latest Developments	Henry Panjaitan	Present	
		3. General Discussion: b. Senior HCBP Update	Timothy Utama	Present	
		4. General Discussion: c. Internal Audit Update	Eka Fitria	Present	
		5. General Discussion: d. Weekly Performance Monitoring	Danis Subyantoro	Present	
		6. General Discussion: e. Wholesale Transaction Banking Update	Totok Priyambodo	Present	
		7. General Discussion: f. Strategic Procurement Update	Mochamad Rizaldi	Present	
		8. General Discussion: g. Corporate Real Estate Update	Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
45.	14 October 2025	1. Senior HCBP Proposal	Riduan	Present	
		2. Organizational Revamp Proposal	Henry Panjaitan	Present	
		3. General Discussion: a. Update on the Company's Latest Developments	Timothy Utama	Present	
		4. General Discussion: b. Livin' Employee Mortgage (KPR) Update	Eka Fitria	Present	
		5. General Discussion: c. GMM Update	Danis Subyantoro	Present	
		6. General Discussion: d. Weekly Performance Monitoring	Totok Priyambodo	Absent	Sick Leave
		7. General Discussion: e. Merchant Business Update	Mochamad Rizaldi	Present	
		8. General Discussion: f. Credit Card Business Update	Saptari	Present	
		9. General Discussion: g. Update on the Preparation for the Mandiri Anniversary Event	Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
46.	17 October 2025		Jan Winston Tambunan	Present	
			Sunarto	Present	
		1. Human Capital Proposal	Riduan	Present	
			Henry Panjaitan	Absent	Business Trip
		2. General Discussion: Update on Liquidity and Third-Party Funds (DPK) Strategy through Year-End 2025	Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
47.	21 October 2025		Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
		1. Management Limit Proposal	Riduan	Present	
		2. General Discussion: a. Update on the Company's Latest Developments	Henry Panjaitan	Present	
		3. General Discussion: b. Proposal for Amendments to the Board of Directors' Rules of Procedure	Timothy Utama	Present	
		4. General Discussion: c. Wealth Management Business Update	Eka Fitria	Present	
		5. General Discussion: d. Weekly Performance Monitoring and Liquidity Update	Danis Subyantoro	Present	
		6. General Discussion: e. Institutional Relations Update	Totok Priyambodo	Present	
48.	28 October 2025		Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
		1. Organizational Alignment Proposal	Riduan	Present	
		2. Corporate Action Plan Proposal	Henry Panjaitan	Present	
		3. General Discussion: a. Update on the Company's Latest Developments	Timothy Utama	Present	
		4. General Discussion: b. Weekly Performance Monitoring and Liquidity Update	Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
49.	31 October 2025	1. Proposal for AGMS Approval 2. Proposed RKAP 2026 3. GMM Reward Proposal	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
50.	11 November 2025	1. Update on the Company's Latest Developments 2. Human Capital Proposal 3. Corporate Secretary Proposal 4. Proposal for the Update of BMRI 2025 Recovery Plan Action Plan 5. Update on October 2025 Performance and Corporate Action Assessment 6. Internal Audit Update 7. Human Capital Update	Jan Winston Tambunan	Present	
			Sunarto	Present	
			Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
51.	18 November 2025	1. Update on the Company's Latest Developments 2. Corporate Action Proposal 3. Proposal for the Update of BMRI 2025 Recovery Plan Action Plan 4. Human Capital Proposal 5. Weekly Monitoring and Review of Fee-Based Income (FBI) Tariffs 6. Discussion on the National Working Meeting (Rakernas) for RKAP 2026	Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
			Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
52.	21 November 2025	1. Human Capital Proposal 2. Adjustment to the SEVP Nomenclature 3. General Discussion and Information: Update on the 2026 IT Initiatives	Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
			Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
	25 November 2025	1. Update on the Company's Latest Developments 2. AML & CFT Update 3. Human Capital Proposal 4. Weekly Monitoring of Financial Performance and November 2025 Projections, as well as the Bank's Liquidity Developments 5. Follow-up Discussion on the Review of the Fee-Based Income (FBI) Pricing Strategy	Riduan Henry Panjaitan Timothy Utama Eka Fitria Danis Subyantoro Totok Priyambodo Mochamad Rizaldi Saptari Ari Rizaldi Novita Widya Anggraini Jan Winston Tambunan Sunarto	Present Present Present Present Present Present Present Present Present Present Present Present	
54.	2 December 2025	1. Update on the Company's Latest Developments 2. Human Capital Proposal 3. Weekly Performance Monitoring: November Pro Forma Performance and December 2025 Projections, as well as the Bank's Liquidity Developments 4. Discussion on Organizational Revamp	Riduan Henry Panjaitan Timothy Utama Eka Fitria Danis Subyantoro Totok Priyambodo Mochamad Rizaldi Saptari Ari Rizaldi Novita Widya Anggraini Jan Winston Tambunan Sunarto	Present Present Present Present Present Present Present Present Present Present Present Present	
55.	10 December 2025	1. Update on the Company's Latest Developments 2. Human Capital Proposal 3. Weekly Monitoring of Financial Performance: Update on the Final November LKI and December 2025 Projections, as well as the Bank's Liquidity Developments 4. Policy and Procedure Discussion 5. IT Plan Update	Riduan Henry Panjaitan Timothy Utama Eka Fitria Danis Subyantoro Totok Priyambodo Mochamad Rizaldi Saptari Ari Rizaldi Novita Widya Anggraini Jan Winston Tambunan Sunarto	Present Present Present Present Present Present Present Present Present Present Present Present	
56.	15 December 2025	1. Human Capital Proposal 2. Corporate Secretary Proposal 3. Weekly Monitoring of Financial Performance and December 2025 Projections, as well as the Bank's Liquidity Developments	Riduan Henry Panjaitan Timothy Utama Eka Fitria Danis Subyantoro Totok Priyambodo Mochamad Rizaldi Saptari Ari Rizaldi Novita Widya Anggraini Jan Winston Tambunan Sunarto	Present Present Present Present Present Absent Present Present Present Present Present Present	Leave



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
57.	23 December 2025	1. General Discussion: Update on the Company's Latest Developments	Riduan	Present	
		2. General Discussion: Update on the DHE-SDA Regulation	Henry Panjaitan	Present	
		3. Human Capital Proposal	Timothy Utama	Absent	Leave
		4. Weekly Monitoring of Financial Performance and December 2025 Projections, as well as the Bank's Liquidity Developments	Eka Fitria	Absent	Leave
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
58.	30 December 2025	1. Update on the Company's Latest Developments	Riduan	Present	
		2. Update on the Progress of Organizational Revamp	Henry Panjaitan	Present	
		3. Weekly Monitoring of Financial Performance and December 2025 Projections, as well as the Bank's Liquidity Developments	Timothy Utama	Present	
		4. Update on the National Working Meeting (Rakernas) for RKAP 2026	Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	

Meeting Frequency and Attendance

In 2025, the Board of Directors held 58 (Fifty Eight) meetings including joint meeting with the Board of Commissioners. The frequency and attendance of Director's meetings is as below.

Board of Directors Meetings As of 1 January to 25 March 2025

Name	Position	Board of Directors Meeting		Joint Meetings of BOD & BOC		Total Meeting	Total Attendance	%
		Total Meeting	Total Attendance	Total Meeting	Total Attendance			
Riduan	President Director	55	54	3	3	58	57	98
Henry Panjaitan	Vice President Director	26	25	1	1	27	26	96
Timothy Utama	Director of Information Technology	55	53	3	3	58	56	97
Eka Fitria	Director of Human Capital and Compliance	55	53	3	3	58	56	97
Danis Subyantoro	Director of Risk Management	55	55	3	3	58	58	100
Totok Priyambodo	Director of Commercial Banking	55	52	3	3	58	55	95
Mochamad Rizaldi	Director of Corporate Banking	43	42	2	2	45	44	98
Saptari	Director of Consumer Banking	43	43	2	2	45	45	100
Ari Rizaldi	Director of Treasury and International Banking	43	40	2	2	45	42	93
Novita Widya Anggraini	Director of Finance and Strategy	43	42	2	2	45	44	98
Jan Winston Tambunan	Director of Network and Retail Funding	43	43	2	2	45	45	100
Sunarto	Director of Information Technology	26	26	1	1	27	27	100

Name	Position	Board of Directors Meeting		Joint Meetings of BOD & BOC		Total Meeting	Total Attendance	%
		Total Meeting	Total Attendance	Total Meeting	Total Attendance			
Darmawan Junaidi**	President Director	29	29	2	2	31	31	100
Alexandra Askandar*	Vice President	12	11	1	1	13	12	92
Toni Eko Boy Subari**	Director of Operations	29	28	2	2	31	30	97
Agus Dwi Handaya*	Director of Compliance and HR	12	11	1	1	13	12	92
Aquarius Rudianto*	Director of Network and Retail Banking	8	6	1	1	9	7	78
Rohan Hafas*	Director of Institutional Relations	12	12	1	1	13	13	100
Sigit Prastowo*	Director of Finance and Strategy	12	11	1	1	13	12	92

*) Tenure was ended based on the Annual GMS dated 25 March 2025

**) Tenure was ended based on the Extraordinary GMS dated 4 August 2025.

Joint Meeting of Directors and Board of Commissioners

The frequency and attendance of meetings of the Directors with the Board of Commissioners are presented in the above table.

BOARD OF DIRECTORS DECISIONS AND IMPLEMENTATION OF DUTIES

Board of Directors Decisions

In reference with SEOJK No. 14/2025, all decisions of the Board of Directors of Bank Mandiri are made in accordance with the established governance guidelines and rules of procedure, which are binding on all Directors. In the event of a dissenting opinion, the differing view must be clearly recorded in the minutes of the Board meeting along with the underlying rationale. The signed minutes of the meeting must then be distributed to all members of the Board of Directors, either in hard copy or through electronic channels.

Board of Directors Duties Implementation

The general implementation of the Board of Directors duties in 2025 were as followed:

1. Drafting the Bank Business Plan.
2. Fulfilling of the Bank's performance targets.
3. Drafting the 2024-2028 Sustainable Finance Action Plan (SFAP).
4. Managing Assets and Financial.
5. Organizing Board of Directors meetings. During 2025, 58 (fifty eight) Board of Directors Meetings were held, consisting of 55 (fifty five) Board of Directors Meetings and 3 (three) Joint Meetings (the Board of Directors invited the Board of Commissioners) were conducted.
6. Attending Board of Commissioners meetings.
7. Implementing General Meeting of Shareholders. In 2025, the Company convened 3 (three) General Meetings of Shareholders, consisting of 1 (one) Annual General Meeting of Shareholders held on 25 March 2025 and 2 (two) Extraordinary General Meetings of Shareholders held on 4 August 2025 and 19 December 2025.
8. Supervising and improving internal business processes.
9. Implementing Good Corporate Governance in every business activity.
10. Drafting the IT management/ development initiatives and cyber-security.
11. Participating actively as one of the first movers in the implementation of Sustainable Finance in Indonesia by participating in the Indonesian Sustainable Finance Initiative (IKBI).
12. Funds disbursement for the social and environmental program to elevate the community wellbeing and environment preservation.
13. Implementing other duties related to the management of the Bank.

The following are decrees issued by the Board of Directors in 2025: